

# pr

LIBRARY

The  
Quarterly  
Review  
of Public  
Relations

The State of Public Relations in Philadelphia	
<i>Eva Aronfreed</i> .....	1
A Philosophy of Corporate Public Relations	
<i>An Interview with Earl Newsom</i> .....	7
Missing Ingredients in PR Education	
<i>Raymond Simon</i> .....	15
People Are Media	
<i>Art Linkletter</i> .....	20
Scanning the Professional Journals .....	24
Grass Roots Manpower for PR Projects	
<i>Mike Cusack</i> .....	26
Book Reviews .....	31

APRIL  
1957

# PR

*The  
Quarterly  
Review  
of  
Public  
Relations*

Published quarterly in January, April, July, and October. Copyright 1957 by the American Public Relations Association: Paul H. Bolton, President; Daniel M. Koplik, Executive Vice President; James L. Macwithey, Keen Johnston, Henry J. Kaiser, Jr., Vice Presidents; Willem Wirtz, Secretary; Yater Catlin, Treasurer.

Subscription rates: \$4.00 per year. Foreign, \$4.50. Single copies, \$1.00.

Printed in the United States of America by COLORTONE PRESS, Washington, D. C.

# PR

APRIL 1957

EDITOR      HOWARD P. HUDSON

ASSOCIATE EDITORS

CHARLES D. BROWN  
ALPHONS J. HACKL  
EDWIN C. KEPLER

CONTRIBUTING EDITORS

LYMAN BRYAN  
DONALD W. KRIMEL  
JOHN H. SMITH, JR.

CIRCULATION MANAGER

R. E. STIVERS

ADVERTISING MANAGER

H. WALTON CLOKE

BUSINESS MANAGER

DANIEL M. KOPLIK

EDITORS FOR THIS ISSUE:

EDWIN C. KEPLER  
JOHN H. SMITH, JR.

EDITORIAL CORRESPONDENCE AND MANUSCRIPTS should be addressed to the Editor, 1606 New Hampshire Avenue., N.W., Washington 9, D. C.

ADVERTISING INQUIRIES should be addressed to the Advertising Manager, Room #901, Cafritz Building, Washington, D. C.

BUSINESS CORRESPONDENCE (subscriptions, reprints, change of address) should be addressed to the Business Manager, 1010 Montague Avenue., N.W., Washington 5, D. C.

BOOKS INTENDED FOR REVIEW should be addressed to Bryan, Suite 1120, Republic Building, Oklahoma City, Okla.

THE STATE OF . . .

# PUBLIC RELATIONS IN PHILADELPHIA

by EVA ARONFREED ♦

**I**N 1957 some 1,500 of the country's leading public relations men and women will journey to Philadelphia to attend one or both of the two national conferences to be held there—that of the American Public Relations Association in April and the Conference of the Public Relations Society of America in November.

Conferees at national conclaves seldom learn much about their host city. Typically they get a glimpse of it from a taxi window enroute to the hotel, and some may take another look during a brief mid-day stroll prior to risking a luncheon cocktail, but otherwise their time is usually spent in hotel rooms that differ little from city to city.

Presumably those who attend the public relations conferences in Philadelphia this year will not be exceptional in this respect. But even in the midst of the hurly-burly, there perhaps will be some who pause to wonder about Philadelphia as a public relations city.

Are there many local practitioners? How experienced are they? What kind of work do they do?

What about the city's communication facilities? Should I concentrate more attention on Philadelphia as a communications center?

And what about the city itself? Is it booming? What is going on here that I should know about?

These are the questions with which this article attempts to deal.

Until public relations work itself is more clearly defined and delimited, no exact count of those who practice and handle it in Philadelphia

♦ Miss Aronfreed is presently engaged in the preparation of a doctoral dissertation, "Municipal Public Relations in the City of Philadelphia." Formerly she was associated with the National Office Management Association and the Philadelphia City Planning Commission.

(or any other city) can be made. The number who can be identified and counted seems amazingly small when compared with the number of industrial and commercial establishments in the area. (Ships moving through the Delaware River port from Wilmington to Trenton pass more than 8,900 manufacturing companies.) This is particularly true when one realizes that a large number of the people who are identifiable under the broad public relations banner serve, not business and industry, but non-profit organizations and local governmental units.

The Philadelphia classified telephone directory, November 1956, lists 65 public relations counselors, 20 publicity bureaus, and 300 advertising agencies and counselors. There is, of course, duplication in these figures. Only 27 of those appearing in the list of public relations counselors do not appear in either of the other two lists. Thirteen in the publicity bureau list and 31 in the advertising agency list appear also in the list of public relations counselors. Six names appear in all three lists.

Another count is provided by the membership rosters of the three local public relations organizations. Corrected to September 1956, the rosters showed:

<i>Organization</i>	<i>Members</i>
Philadelphia Chapter APRA.....	114
Philadelphia Chapter PRSA.....	53
Phila. Public Relations Assn.....	150

Roughly 20 per cent of the members of any one of the above organizations belong to one or both of the other two.

The significance of these figures may be appraised in the light of the number of years the organizations have existed. The Philadelphia Public Relations Association began under another name 12 years ago. The local APRA chapter was started in 1950, and the PRSA chapter the following year.

#### **What Are the Facts About Public Relations in Philadelphia?**

Using the sources noted above, the writer conducted a mail survey addressed to 220 individuals and organizations. Approximately 100 responded (returns are still coming in at this writing), for a return of close to 50 per cent. The questionnaire asked about organization, personnel, objectives, future outlook, and so on.

Here are the major findings:

1. Public relations in Philadelphia has a long history, although in a majority of organizations it was not formally recognized until after



World War II. Earliest evidence of public relations activity is claimed by the Franklin Institute, in connection with the opening of the Institute itself in 1824. The first agency to offer public relations services made its start in this field in 1908.

<i>When Begun</i>	<i>% of Respondents</i>
Before 1900.....	4
1900 to end of World War I.....	4
World War I to World War II.....	34
World War II to present.....	58

2. Among business and industrial respondents, the majority (94 per cent) are at the policy-making level in their organizations. They report to either their presidents or board chairmen. Only six per cent are attached to sales departments. All of the respondents in the business-industry group say that they handle public relations on a full-time basis. The number of full or part-time assistants they have ranges from none to 65.

3. Within advertising agencies public relations has been gaining ground rapidly, although most agencies offering public relations services started doing so only within the past few years. Most of the advertising agencies handling public relations now say that the two are on an equal footing. About 10 per cent say that public relations has become more important than advertising, and only five per cent say it is of lesser importance.

Some of the comments offered are revealing. For example, the director of public relations for one of the city's largest advertising agencies wrote:

"Our public relations department was started in 1945. In 1955, public relations activities accounted for 25 per cent of the agency income. In 1957, it is estimated that public relations will account for 47 per cent of the agency income."

Other comments include:

"Right now, public relations is in many cases worth more than advertising to a client—especially one on a limited budget, or a service organization that must depend on the praise of its customers for its existence. This is one reason for the continued growth of public relations."

"Based on our own agency experience, public relations will be as big as advertising with so many big advertisers in recent years including public relations in their budgets for the first time."

4. Of the respondent agencies which offer both public relations and advertising services, only five per cent restrict their public relations service

to regular advertising accounts. The rest offer clients either one or the other—or both. (This fact is revealing, since it is commonly understood that many agencies unwillingly “backed” into the public relations field merely to hold their advertising accounts.)

5. A sizeable percentage of the public relations business done by agencies in Philadelphia is national in character. A tabulation of responses made by public relations and advertising agencies indicates that 56 per cent of the public relations business they do is local in character and 44 per cent is regional or national. (“Local” was defined as Philadelphia and the Metropolitan area.)

6. Public relations people in Philadelphia are optimistic about the future growth of their operations. Only two per cent answered “no” to the question: “Do you believe that your public relations activities will grow in the next ten years?” On the other hand, a few said future growth was “unlimited,” but most respondents were more conservative. About 50 per cent said they expected their activities to double in size within ten years.

Apart from the findings of the survey, another significant development in public relations in Philadelphia has taken place within the city government. In 1951 Philadelphia’s new Home Rule Charter was developed and approved. One of its provisions established the position of City Representative as the city’s official public relations director. The City Representative was made directly responsible to the mayor and was assigned personnel and an operating budget for the implementation of public relations activities. This was the first position and program of its kind in the country operated under a municipal charter.<sup>1</sup>

In the few years since its establishment, the City Representative’s office has conducted public relations programs regarded as being comparable in quality and scope with the best of the nation’s largest corporations. Some of the programs have won competitive awards, including APRA’s Silver Anvil Award for the best government public relations program of the year in 1952.

#### **Philadelphia As a Communications Center**

Philadelphia has three large daily newspapers.

Newspaper	Circulation <sup>2</sup>	
	Daily	Sunday
<i>Philadelphia Inquirer</i> . . . . .	623,000	1,140,400
<i>Evening Bulletin</i> . . . . .	597,400	709,400
<i>Daily News</i> . . . . .	175,900	175,900

<sup>1</sup> “Toward a New Program of Public Information and Ceremony by the City Government of Philadelphia,” a four-year report, Walter M. Phillips, Office of the City Representative, Philadelphia, October, 1956.

<sup>2</sup> 1957 Ayer Directory of Newspapers and Periodicals.

In addition, there are four foreign language dailies, and 49 other newspapers published on a weekly or some other time basis.

Located in Philadelphia are the editorial offices of a number of national magazines, including *The Saturday Evening Post*, *Holiday*, *Ladies Home Journal*, and *Farm Journal*. This is also a center for trade press publications, including the largest of all (in advertising lineage), *Iron Age*.

There are 10 radio stations in Philadelphia, of which WRCV and WCAU are 50,000 watt stations. WDAS is an all-Negro talent station beamed expressly to the Negro market in the area.

The city has three TV channels, with a fourth reaching some local screens from Wilmington. The local stations are WRCV-TV (NBC), WCAU-TV (CBS), and WFIL-TV (ABC). Occasionally network programs emanate from Philadelphia.

In all, TV and radio coverage of all the stations combined takes in the eastern half of Pennsylvania, the state of Delaware, most of New Jersey, and part of Maryland.

### **Philadelphia As a Community**

Philadelphia is a city of approximately 2,179,000 people in an area of 127 square miles.<sup>3</sup> In a 100-mile radius around the city is the largest concentration of population and industry in this country. Ranking as one of the world's greatest industrial regions, Philadelphia and its surrounding counties (forming the Greater Philadelphia Area) have a highly diversified industrial composition. No single industry dominates the local scene. According to the Census of Manufactures, 87 per cent of the various types of industries classified are located in the area.

Industrial expansion in the area has been marked by a steady rise in employment and by heavy capital investment. A recent survey by the Chamber of Commerce reveals that 85 industrial firms in the Greater Philadelphia Area will spend at least four billion dollars on capital investment during the period 1945 to 1960. Only projects costing five million dollars or more each were considered. At the time of the survey, about 72 per cent of the dollar volume was finished; five per cent was in progress; and 23 per cent was yet to be begun.

Expansion has forced Philadelphia to burst its seams, and its population, industry, and services have overflowed into the surrounding eleven-county area. This Greater Philadelphia Area—more commonly referred to in recent publicity and advertising as "Delaware Valley, U.S.A."—comprises 4,565 square miles, with a population of approximately 4,763,500.

<sup>3</sup> Facts and figures of population, area, industry, etc., are taken from the "Greater Philadelphia Facts, 1956," compiled and published by the Chamber of Commerce of Greater Philadelphia, Chamber of Commerce Building, 121 South Broad Street, Philadelphia 7, Pennsylvania.

By 1960 the population of this area will be well beyond the five million mark, a gain of approximately one million people during the current decade.

In Philadelphia the Negro population has increased to such an extent during the past 15 years that now 21 per cent of the city's population is Negro.

Within the city a vigorous redevelopment program is underway to improve housing, schools, recreation, and other facilities. New roads, expressways, and bridges are making the city more accessible to commuters, shoppers, and tourists.

### **Public Relations Training**

With the expansion of public relations services and activities comes the concomitant demand for qualified public relations personnel—men and women trained not only in the principles of journalism but also in those of mass communication and broad aspects of social relationships. Such training comes first from the educational institutions of higher learning.

Within the Philadelphia area, there are 17 colleges and universities. Some offer individual courses in public relations or some aspect of this subject either as part of 1) journalism courses; 2) business courses; or 3) social studies such as political science, sociology, and psychology. None offers an integrated program of study in the field. One university in the area has a fairly comprehensive training program in TV and radio in its journalism course.

### **Conclusion**

In the past few years, public relations activities in Philadelphia have expanded. A far greater expansion is anticipated in the next ten years.

In view of this, certain aspects of the situation are highlighted:

1. The diversified industrial character of the area creates unlimited opportunities for public relations people.
2. Expansion of industrial facilities as well as the development of new residential and shopping communities will likely result in increased emphasis on the community relations aspects of public relations.
3. Colleges and universities in the area are not at present providing comprehensive training for young people seeking careers in public relations. In view of the opportunities which appear likely to emerge for them in this field, this situation warrants thoughtful attention. ●



## An Interview With Earl Newsom:

# A Philosophy of Corporate Public Relations

*Following is the text of an interview conducted by editors John H. Smith, Jr. and Edwin C. Kepler in Mr. Newsom's office in New York on March 1. ♦*

**Q.** Mr. Newsom, imagine you are talking to a corporate officer responsible for creating a public relations policy and function for his company. He seeks your advice, and his first question is:

"What is the public relations philosophy any company should adopt to give direction to its public relations programs, statements, and activities?"

**A.** I think I would answer him something like this:

"I like your use of the word 'philosophy.' You are obviously not under any delusion that public relations is a kind of 'skin plaster' which you can apply when you need it. As you seem to assume, public relations begins with a point of view — an attitude — a posture — a philosophy — which colors all of your corporate activities and therefore determines, or tends to determine, what people think about you.

"I think what you should want to accomplish, as you study the effects of public opinion on the business of your company, is to gain and maintain the confidence of those people (and there may be great numbers of them) whose good-will is important to your company's security and progress as an institution. That goal can be reached only by *deserving* public confidence—by acting in the public interest. I'm sure that most of us would agree today that it is impossible by 'smart propaganda' to persuade millions of people that a corporation is a decent, considerate, public spirited, and trustworthy institution if the realities of its philosophy and behavior all point another way. A company cannot successfully lead two lives—one public and the other private."

**Q.** Suppose a company has a public spirited management but is still misunderstood?

**A.** Then it is either doing a very poor job of reporting or it has

♦ Earl Newsom is president of Earl Newsom & Company, New York, which he established in 1935.

misjudged what people feel they have a right to expect from it.

**Q.** What do you mean by "the public interest?"

**A.** I certainly do not mean an obligation to try always to please everybody—not only because it can't be done, but also because it is an ignoble objective, repugnant to self-respecting people and therefore de-meaning. It can, for these reasons, be bad public relations.

On the other hand, none of us can safely assume that we are right and the public interest consists largely in persuading everybody to agree with us. That is a thoroughly unsound and unattractive posture for us to take.

Actually, of course, "the public interest" is not a static concept. We must, therefore, try to be aware of the moral, ethical, and social tests which people will apply not only currently but also in the future.

The most satisfying definition I know comes from Walter Lippmann. In *The Public Philosophy* he says:

"How is public interest discerned and judged? . . . we cannot answer the question by attempting to forecast what the invisible community, with all its unborn constituents, will, would, or might say if and when they ever have a chance to vote . . . We cannot know what we ourselves will be thinking five years hence much less what infants now in the cradle will be thinking when they go into the polling booth.

"Yet, their interests as we observe them today are within the public interest. Living adults share, we must believe, the same interest. For them, however, the public interest is mixed with, and is often at odds with, their private and special interest. Put this way, we can say, I suggest, that the public interest may be presumed to be what men would choose if they saw clearly, thought rationally, acted disinterestedly and benevolently."

**Q.** Are you saying, then, that a major function of public relations people is to help modern management to act wisely?

**A.** I suppose so, but I would rather say, help modern management to have a full awareness of the public judgments which will probably be passed on actions when they are known. Where managements have acted unwisely in times past it has most often been because they have not had all the public opinion considerations adequately before them. They have been uninformed or misinformed.

**Q.** How much authority should public relations officers have?

**A.** The point of view of the public relations officer or counselor should prevail only to the extent that it deserves to prevail — just as a lawyer's counsel should prevail only when it appears to be wise counsel. The problems of management in this complicated world are not simple,



with easy, simple answers. It is always difficult to discover the wise thing to do. Actually public opinion problems can never be solved solely by public relations people, because these problems are reflections of public judgments based upon significant activities of management as a whole.

In the end, the man responsible for public relations in any company is really the president, because, as executive officer, he has the responsibility of chief decision maker. The problem all of us in public relations face is to make sure that we know enough about public opinion to be really helpful to the president, and others, who have decisions to make.

Let me say in this connection that I have never yet taken a plan for action or a piece of policy writing to a responsible management group and subjected it to their sharp discussion without having it improved.

**Q.** In your opinion, what is it that a public relations professional must know?

**A.** Well, first of all, I think he must see clearly the importance of public opinion to his company's success—and to do this he must know where the areas of public opinion opportunity and danger lie.

Also, the job of enabling large groups of people to learn about, and understand, the significant actions and policies of any company certainly requires a thorough professional mastery of a whole host of widely varying techniques of communications and reporting.

Furthermore, I think he must understand the vital importance of reliable "in-reporting" as contrasted with "out-reporting." Management needs to have the facts about public attitude toward a company or its industry. It may often need to take calculated risks in the field of public understanding. The public relations officer will, therefore, need to know how to use the techniques of public opinion investigation so that the management of the company he works for can know the present state of public thinking and the probable public reactions to specific actions *before* they are decided upon. Before managers are going to listen to public relations advisers, they must have demonstrated competence in this area. We must avoid the pitfalls in glibness.

In short, we must know more and more about why all of us, as human beings, behave as we do; why and how we form the attitudes and opinions we do; and the processes through which they undergo change.

**Q.** Do you think we know very much about opinions?

**A.** Most of us would agree, I think, that we don't know nearly enough. Over the years we are going to have to learn, for example, how to distinguish between various types of attitudes and how to measure the differences. I suspect—and hope—that men are going to come along to



show us a measurable difference between, for example, a deeply-held belief that is part of our personal moral structure—and that kind of relatively superficial opinion we get when we ask the man in the street, “Are you for or against foreign aid?”

**Q.** Do we know how to change public opinion?

**A.** I suspect that the only true answer to that is “Yes and No.” There do seem to be some pretty widespread delusions on this point. One is that if you have enough money to pay for printing, advertising, and “propaganda” you can change peoples’ minds. This is not so.

You may remember the effort made some years ago to make Cincinnati “United Nations conscious.” During a six-months campaign almost 13,000 people were reached directly through the PTA; every school child took home literature on the UN programs; 10,000 in the Catholic PTA were exhorted by the Archbishop to support the UN; club women sent 1,000 letters and 1,350 telegrams to the American delegation; local radio stations averaged more than 150 spots a week. There were newspaper features, club speakers, and car cards. In all, more than 59,000 pieces of literature were distributed.

At the end of the six months, only half as many people considered the United Nations a means of preventing war as thought so at the beginning. There was almost no change in the number of those who thought the UN should take an active part in world affairs. At the beginning, 76 per cent of Cincinnatians were in favor of the United States joining a movement for an international police force; at the close, 73 per cent. Fewer people favored UN control of atomic bombs. There was no change in the number of those feeling the U. S. should trade more with other countries. There was no improvement in those knowing what the UN is and how it works. Criticism of the record of the UN actually increased during the campaign.

Why did people respond in this way? Perhaps because most of us tend to resist when somebody tries to *sell* us something that is going to change our views. But I suspect that the people in Cincinnati during that six months got their chief impressions of the United Nations, not from the campaign but from their observations of what was happening at the UN during that particular time. Corporate managements are fast learning that their public behavior in times of crisis and trial does far more to create public attitudes toward them than most of the “literature” they develop to “educate the public” in between times.

**Q.** How are opinions changed, in your judgment?

**A.** Basically, I think, by the discovery and acceptance of new truths

and perhaps especially new self-interests. As the realities of our lives change and we discover what these changes mean to us we change our opinions.

The one fact about life of which we are certain is the fact of change. All of us are constantly changing our views on matters that affect us directly or indirectly. These changes come about with a widening of understanding of the issues involved, through availability of additional information and fresh considerations.

Everything that any corporation does contributes to this constant change if it affects public opinion.

**Q.** Let's go back a moment to your statement of objective. Just why do we want public confidence?

**A.** Basically because only in an atmosphere of public confidence and understanding can a company have its best chance to survive and prosper. If people have confidence in us and look to us for responsible leadership, they will listen to what we say, and believe what we say. We can participate successfully in public discussion of problems and issues that affect us as well as everybody else.

**Q.** Is corporate public relations sometimes involved in such things as persuading people to support legislation?

**A.** Public advocacy of legislation, or opposition to it, is a legitimate function of any company which may be affected. But this is a difficult role to play well from a public relations viewpoint if the company does not stand up to be heard until very late in the discussion and does not carefully examine all the issues involved. The company is then bound to appear in the light of a purely selfish interest.

Too often, in my judgment, large sums of money are spent at the last minute in what are called "public relations activities" to achieve objectives they cannot achieve. And too often this effort does not win, but loses, the confidence of people.

Men of management often forget, for example, that pressures for legislative changes grow out of a real grievance of some sort. In this competitive world, there will always be people and institutions who see themselves "put upon" or harmfully disadvantaged and they want something done. They turn to their elected representatives.

Even if we grant that there are politicians constantly searching out these grievances to make platforms for their own ambitions, we should remind ourselves that it is one of the functions of elected government representatives to hear their constituents and to try to help them.

It has been my observation that the management of corporations to

which the finger of such grievances points, generally too long delay a thorough and objective study of the merits of the grievances and the development of sensible solutions for meeting them. Too often, they pass up the opportunity for early frank discussion with legislators of these problems in the early stages. And then when these accumulated grievances get to the point where remedial legislation is being considered, they delay helpful action—resisting any suggestion that they ask to be heard on the situation as they see it.

So the time comes when the whole matter becomes a public controversy in which they find themselves treated as defendants. By that time, Congressmen and people generally have become convinced — sometimes falsely—that the corporation has been acting selfishly against the public interest.

By this time management wants something done in a hurry. They begin to talk about “a national public relations campaign” to “educate the people” so that “the people will bring pressure upon their Congressmen” to defeat the legislation.

Too often, the net result of all of this is that Congressmen and people generally get the general impression that “rich corporations” are spending “huge war chests” to defeat legislation—and that it is really in the public interest to limit the strength and power of corporate groups who think that by weight of lobbying and pressure money they can have their own way.

**Q.** What about trying to persuade employees, for example, that a wage increase might be inflationary and thus against their best interests? There is quite a bit of that going on right now.

**A.** Well, when we pick up any one of these problems and advocate any kind of quick solution to complex ills, the chances are that we will mount a crusade in over-simplified terms that may come back to plague us.

I think that we have an obligation to talk to employees on matters of importance to them and to us. But we should not over-simplify our problem and use an inflation argument to beat a wage demand without examining the situation closely.

It is difficult for any of us to recognize and accept his own bias. You may remember Professor Hayakawa's reminder that “each of us has his own little private conviction of rightness, and, almost by definition, the Utopian conditions of which we all dream is that in which all people finally see the error of their ways and agree with us. And underlying practically all our attempts to bring about agreement is the assumption that agreement is brought about by changing people's minds—other people's.”

**Q.** We have discussed the attitude of the company. What about the "posture," as you call it, of the public relations man himself?

**A.** In his own mind he might properly have this attitude toward his company:

"You would not have hired me unless problems in public opinion were troubling you. That goes for dealing with stockholders whose confidence in you and understanding of your operations are vital to your success; employees whose respect and confidence you want to win and hold; people in government whom you want to keep informed so that they won't unfairly accuse you of things you don't do, and for motives you don't have; or with people in your plant communities who deserve to know the kind of people that make up your management.

"You would like to have somebody on the management team who is knowledgeable about problems of this kind—problems of public opinion. You probably think that, since I have spent some years in this field, I ought to know something about it. And I think I do. What you are asking me to do is constantly to turn your eyes to the reactions of people to the things you do and why. I'll do my intelligent best to perform that function as part of your team. Perhaps I don't know as much as I ought to, but I will certainly keep learning. And when you take actions, or undertake programs, I will do my best—through all the modern techniques of reporting—to see that what you are doing, and the reasons for it, and the kind of people you are, are revealed and recognized.

"Since I cannot perform my duties without knowledge I have a right to ask that I be in on all corporate decisions early enough so that I can make my own estimates of their effects, tell you what the dangers are and, what is most important, suggest alternative solutions to the over-all problem."

**Q.** Is it fair to say, then, that public relations problems are closely akin to the age-old political problems of statesmanship?

**A.** Yes, I think so. They certainly are the age-old problems of leadership in every field. I think, for example, the American people have a high regard for American business. Tens of millions of them are employees of business and industry. They share all the marvelous increases in the standard of living that have been made possible by progressive, hard-driving, well-managed industry. But they want to be continually reassured that men in high positions in industry—as in labor, government, education—are principled human beings deserving their confidence—trustworthy men who do not put machines and dollars above people and the good of our whole economy and our country.

Is this strange or unreasonable? Consider it in terms of personal experience. Isn't it true that as you go about your life and work, people form an impression of you based upon what you do and what you say, the way you handle yourself, and the things you are interested in? Sooner or later they figure out your character and where your heart lies—and you don't fool anybody for long. People may not care how brilliant you are. They want to know whether they can trust you or not, and can turn to you for help in things important to the common good. And if you are fortunate, they will say: "He is a good man. I will listen to his side. I believe him."

Such an impression, or attitude, in the minds of millions of people, can be a priceless asset to an institution whether or not it is in any current trouble. ●

## IDEAS YOU CAN USE

Compiled by ROBERT B. KONIKOW

If you want to keep the friendship of the people who buy your products, you have to watch out for those "after-purchase blues," according to an article in *Motivations* (Dec. 1956), published by the Institute of Motivational Research. Many buyers are subconsciously worried about whether they have made the right decision, and worry leads to forgetfulness, or even resentment, of the selected brand. To cure these jitters, the Institute suggests five steps: (1) *Provide reassurance* that he has bought a useful and helpful item; (2) *Respond to his emotions* by making the product a familiar and friendly one; (3) *Anticipate the buyer's difficulties* through careful planning of instruction booklets; (4) *Make him proud of his purchase* by giving him the material to boast of it to his neighbors; (5) *Remember him* with a friendly, non-selling inquiry.

\* \* \*

Ambitious PR men might take a tip from a recent article in the *Bulletin* of the American Institute of Biological Sciences. Two men of Indiana University, Frank N. Young and Sears Crowell, have applied the principles of gamesmanship to academic advancement. They have drawn up a list of rules for getting ahead with the least effort. While they can't be applied directly to public relations, perhaps its time that PR people began drawing up their own rules.—*Scientific American*, Jan. 1957.

## INTERNSHIPS AND FIELD WORK . . .

# Missing Ingredients In PR Education

by RAYMOND SIMON ♦

THE past year has witnessed considerable healthy ferment and discussion about education for public relations. Recent issues of *pr*<sup>1</sup> have carried challenging articles concerning the importance of such education and outlining the authors' ideas of what it should entail. Reporting on a study made by the National Education Committee of the Public Relations Society of America, Hale Nelson pointed out that 92 colleges and universities now offer public relations training for career-minded students.<sup>2</sup> At its annual meeting last summer at Northwestern, the Association for Education in Journalism formed a Council on Public Relations Education whose aim is to "promote a fuller exchange of information and ideas among approximately 100 teachers of public relations" and to "promote closer consultation and collaboration with the profession."<sup>3</sup>

Out of the above-mentioned discussions, reports, and activities there have emerged recognizable areas of agreement and disagreement regarding public relations education. There is almost unanimous agreement that:

- (1) Practitioners have shown apathy towards such education;
- (2) An apathetic attitude on the part of practitioners is hardly consistent with the avowed desire to achieve professionalism;
- (3) The universities must play a major role if public relations practice is ever to move towards professional stature and status;
- (4) The foundation for public relations training should be a broad array of liberal arts courses.

On this last point both Dean Brodshaug and Professor Cutlip are in agreement, though they disagree as to the place in the university for PR training and the specific set of "skill" courses that should be offered.

♦ Prof. Raymond Simon is in charge of the degree program in public relations at Utica College, Syracuse University.

<sup>1</sup> Brodshaug, Melvin, "Education in Public Relations," *pr*, Jan., 1956, p. 1, and Cutlip, Scott M., "Public Relations Education: Where We Stand," *pr*, Oct., 1956, p. 1.

<sup>2</sup> Nelson, Hale, "Training for Public Relations," *Public Relations Journal*, Sept., 1956, p. 15.

<sup>3</sup> "Council on Public Relations Education," *pr*, Oct., 1956, p. 5.



The author of this article is in complete agreement with Brodshaug and Cutlip on the liberal arts base idea. However, without touching on the areas of disagreement, he would suggest that there are two missing ingredients to a sound program of education for public relations which have not yet been thoroughly discussed or explored. These are field work courses and internship programs.

Acting on the axiom that most people prefer to hear good rather than bad news, let us first outline some of the amazing results achieved in some of the current field work courses.

#### **Exhibit A**

You could consider it a fairly typical scene. Around the conference table sit eight men. The visitor, president of a firm 85 miles away, is at one end of the table. He faces the top executive of the public relations counseling firm. Grouped around them are other members of the same PR organization.

In about 45 minutes the visiting executive gives a brief, but concise description of his organization and its public relations problems. The others listen carefully, inject probing questions at various points, take notes. About a week later, members of the firm visit the client's city, hear from the mayor and a leading citizen, then spread out and talk individually with key officials in various departments of the company. Deciding to probe even further, the public relations firm draws a public opinion questionnaire and conducts a stratified, city-wide poll of opinions, attitudes, and information the citizens have about the organization. Finally, the counseling firm presents the client with a detailed summary of its findings, a plan of action to be taken, and a 135-page manual of public relations aids which the organization can use in coming years.

What makes this "fairly typical scene" somewhat atypical is the fact that all of it took place as part of a college course in public relations, and a reasonable replica of it takes place each year. The college in question: Utica College of Syracuse University at Utica, N. Y. The course: the senior-level "Field Work in Public Relations," termed by a national public relations publication as being a "highly desirable way of providing practical training for aspiring careerists."<sup>4</sup>

#### **Exhibit B**

Another fairly typical scene. Around this conference table sit 17 "consultants." The visitors are three executives of a state society of professional engineers. Their problem: (1) to find out what the public thinks

<sup>4</sup> Public Relations News, Nov. 7, 1955.



of engineering; (2) to seek ways to encourage more students to become engineers; and (3) to suggest means by which the field can be spotlighted and glamorized.

In reaching solutions to these problems the consultants conduct two public opinion polls; attend the society's annual convention where they participate in committee discussions; analyze and criticize some aspects of the society's PR program; design "model" news releases that can be used by the society's many chapters; prepare special feature articles which are sent to national and professional magazines; design and write a 32-page explanation of the techniques, policies, and practices to be followed by the various chapters of professional engineers in formulating and carrying out a successful public relations program.

The "consultants" in this instance were members of an Ohio University senior PR class under the direction of Professor L. J. Hortin. The client was the Ohio Society of Professional Engineers, whose board not only approved the PR handbook but sent it to national headquarters for publication.<sup>5</sup>

#### **Exhibit C**

Again we have a "consultant" group—in this instance 16 members—and a cooperating organization (a telephone company). The researching in this case is most thorough for the telephone company's public relations department has taken over the instructor's chair. At 21 class sessions the "consultants" are briefed on the company's PR operations by supervisors of each of the divisions of the department. The students are divided into six teams to make further study of each division through personal interviews with supervisors at the company's main office.

In the last three weeks of the course, the student teams report their findings to the class without company representatives being present, discuss their conclusions, and issue a summary in the form of a 35-page "Report on Public Relations and Allied Activities of the Pacific Telephone and Telegraph Company in the Washington-Idaho Area." This report is mimeographed by the company and distributed to executives in other offices of the Bell System without efforts to edit or tone down the report.<sup>6</sup>

The "consultants" in this instance are members of a University of Washington senior PR class under the direction of Professor Byron H. Christian; the "client" is the afore-mentioned Pacific Telephone and Telegraph Company.

These cases underscore several pertinent facts about the current and future status of field work in public relations:

<sup>5</sup> From a mimeographed summary written by L. J. Hortin, Director, School of Journalism, Ohio University, and distributed at the suggestion of the Council on Public Relations Education, Fall, 1956.

<sup>6</sup> Christian, Byron H., "Telling Business' Story on the Campus," Public Relations Journal, December, 1956, p. 9.

1. Such work is usually given in the senior year after the student has had broad general education courses and training in some of the skills of public relations.
2. Students taking such courses gain valuable, realistic insight into actual public relations problems.
3. Cooperating organizations are provided the opportunity to self-evaluate their public relations operations and to secure an outside evaluation which can be and often is most valuable for the future.
4. Students can and do produce public relations materials which have a professional finish and are of use.
5. Field work courses have proven to be an important teaching device and can be expected to increase in number and scope.

### **Current Internship Programs**

Unfortunately, however, we in the teaching field cannot yet depend on experience in respect to internships, the other missing ingredient in public relations education. Until two years ago there were almost no such internship programs in existence. Two that received public notice occurred in the fall of 1955. At that time Carl Byoir & Associates set up a plan providing for at least one year's paid employment to a maximum of three graduates of colleges offering degrees in PR, and the Public Relations Board of Chicago announced an annual summer fellowship program for a college junior or senior.<sup>7</sup> Ruder & Finn, New York counseling firm, began a trainee program in 1956 and as of early 1957 had four trainees on their staff.<sup>8</sup> In all fairness to such companies as General Electric, of course, it should be observed that they have active training programs in employee relations and in advertising and public relations.

The above instances, however, are rare. A look at the formula required for internships will provide the answer:

Student + Teacher + Cooperating Organization = Internship.

Students and teachers are willing and eager to work out internship programs, but the missing link is the cooperating organization. I learned this more than five years ago when I wrote to 50 top-notch public relations firms and departments asking if they would be willing to cooperate in a summer internship program. Typical of the replies was the following: "This sounds like a fine idea and one that should be supported. However, our operations are such that an internship program would not be feasible for us." Not a single firm or department accepted my offer.

One can well understand the reasons. There are not many large public relations counseling firms or departments. Many counseling firms

<sup>7</sup> Public Relations News, Oct. 31, 1955.

<sup>8</sup> "Letter No. 2," Council on Public Relations Education, Jan. 1957.

contain only the principals and secretarial help. The nature of the work is such that most of it cannot be delegated to college students. Supervision of students takes some time, and time means money in an enterprise run for profit.

Sound as these reasons are, there are equally sound reasons why practitioners should give more serious thought to internship programs. Internships are important education-wise, and anything that helps education for public relations aids the development of the profession. It is in keeping with the professional spirit that members of a profession make some sacrifice of time, effort, and money to advance the field. Finally, there is the strict practical point of view: there is competition in the market place for college-educated men and women. What better way than internships to size up in advance and at little cost the top public relations students?

For those readers who are interested in an internship program the mechanics are simple. PRSA's 1956 study, entitled "Public Relations Education in American Colleges and Universities," is available and on file at PRSA headquarters. A written request to almost any one of the schools listed therein as offering a major or sequence in public relations should bring quick response from educators. If you prefer to work through a coordinating body, write to Wisconsin Professor Scott Cutlip, chairman of the already-mentioned Council For Public Relations Education, and ask him to circulate your expressed desire to start an internship program.

As for details, you can work them out yourself. The two main types of internships now in being are the summer and post-graduate programs. The former can range from about six to twelve weeks employment in your organization and can be open to students who will enter their senior year in the fall. Salary should probably range from about \$40 to \$60 a week, which is about what you would have to pay a good clerk. On the other hand, a post-graduate internship would offer the opportunity for a graduate to work with your organization for one year after graduation. There need be no promise of future employment, but merely the promise of one year's excellent ground-work and observation in numerous phases of your operation. Pay here should probably range from \$60 to \$75 a week. Generally speaking, it is usually wise to leave to the educator the initial screening of applicants via some sort of form containing room for pertinent details of education, grades, extra-curricular activities, and an essay-type expression from the student. Final screening can be made by you and should include the educator's evaluation of the top candidates. ●

## IN PUBLIC RELATIONS CAMPAIGNS . . .

# PEOPLE ARE MEDIA

by ART LINKLETTER ♦

THERE is still no electronic transmitter with half the power of the kind that uses the raw voice box.

If you were to make a list of the opinions you hold and the possessions you own—and if your memory would allow you to be completely honest—you would discover that most of them stem from what somebody else told you.

The “somebody” in the case is not always a television performer, a convention speaker, or a newspaper writer. Frequently it’s your wife, your relatives, or the kids. Quite often it’s a fellow who happened to sit next to you in the club car or a fellow committee member who just had to tell you how he grows his tomatoes before you got started on the meeting agenda.

Since one of the things that characterizes people is their overwhelming desire to be constantly identified as sources of knowledge and enjoyment—and since gossip is going to live on forever, no matter what wise-cracks are made about it, PR practitioners might well consider more direct approaches to these word-of-mouth publishers rather than counting on them to read the right page or dial the right newscast.

A study of public relations organization charts will show many excellent staff set-ups and plans for press relations. It will reveal good blueprints for community relations and stockholder relations departments. But, how many take care of the function of an “Other People Who Can Be Made To Talk And Enthuse About Our Company And Its Products And Who Will Be Especially Listened To” department?

♦ In addition to his television interests, Art Linkletter is a partner in the consulting firm of Vandeburg-Linkletter Associates, New York.

Let's analyze these human media for a moment. Who they are, what they do, and how much stature they have as influence spreaders would seem to vary in accordance with the message and mission of the PR proponent.

### **The Human Media**

If one were selling automobiles, he might find it good to establish direct contact with drivers of taxi-cabs as well as with those young men in service stations who wipe off your windshield while the tank is getting filled. Whether these individuals know Zooper Power from nuclear reaction, it is automatically assumed that they are experts on cars . . . and they are self-appointed experts on television, radio, sports, politics, roads, luggage, paving materials, landscaping, and real estate. Gas station attendants are frequently asked about restaurants, hotels, and cleaning compounds.

The county agent is still something of a traveling encyclopedia in the farm belt and converses at great length with rural families on such topics as appliances, farm implements, machinery, seed, fertilizer, textiles, processed food, cooking ingredients, household furnishings, and trucks.

Barbers, who even yet are as loquacious as the client will allow, include almost any subject in their repertoires. Beauticians gab about cosmetics, toiletries, and fashions. You will find elevator operators chatting with passengers about finance and air conditioning.

There is the plumber who calls at every home sooner or later and is supposed to know something about piping, heating, air conditioning, and appliances. The door-to-door television repair man must have some opinion on phonographs and records.

Pullman conductors and porters. Policemen. The stewardess on the airliner. The clergyman at church. Doormen at apartment houses. Teachers. Doctors. These all seem worth someone's direct PR devotion.

So does the American clubwoman who is made the more eager to know the framework of business and the benefits of commerce in her activities for public and community service causes. A really interesting subject open to some future thesis writer is the influence of the bridge table on sales volume and legislation.

We mention legislation because the subject of word-of-mouth conversation is just as likely to center on an important generality as it is on a specific brand or product. You hear a lot of cross-talk about labor relations, career selection, foreign trade, means of transportation, wage and salary levels, stock quotations, business reorganizations, mortgage loans, housing improvements, the pros and cons of mergers and inflation. Is it

not likely that what we call public pressure, the spending pattern, or the fad has its genesis in this pass-the-word communication system which seems to travel from coast to coast—over back fences, through hamburger joints, across business districts and suburbs—with the speed of light?

### **What People Talk About**

The things that people talk about ought to be a fairly reliable measure of what they will take time to read about or go across the street to see. You shouldn't have to sneak up on them with your message as long as you wrap it in material that fulfills a suppressed desire or a distinct need of the audience you are addressing.

These needs and desires are of many varieties. A person may wish to sample an experience he thinks it unlikely he will ever get in everyday life. For example, milking a cow, touring Australia, riding a rocket. One may wish to appear well informed in his conversations with social friends and office colleagues. He may wish to know more about a place where a relative or friend is employed. He may seek "talk starters" which enable him to enjoy the aura of amiability with the folks he meets in the course of his work.

Some outfits attempt to satisfy these urges with open houses and plant tours for special groups. Too often, however, these affairs lack one powerful ingredient—a bit of stage business, a gimmick, or a supporting service to link the reception directly to the professional or community interests of the visitors.

One of the easiest forms of people-to-people communication is also one of the oldest—and least used in public relations. It is the friendly, interesting, informative personal letter. It costs three cents each to distribute and you can be sure of reaching the target.

But, will people read it? As long as it contains something of interest and is well styled, yes. It is hard to imagine anyone tossing aside a letter from a scientist revealing some of the fascinating secrets of electronics, or a readable job from a glass blower telling what it's like to work in a glass plant and how to judge glassware, or a note from a vice-president passing along some advance news on comfort and safety features that the company has worked into its products as a result of voluntary suggestions from the public. A recent research study by the R. L. Polk Company of Detroit shows that the average American family receives less than one piece of mail per day and would welcome more productive visits by the postman.

Another device for direct contact with people which would seem to be worthy of a little exploring is the controlled circulation and sponsored



"trade paper" slanted to the workaday life of a specific group.

Department store clerks may see the retail journals subscribed to by the buyer, but do many of them receive a regular periodical designed to give them things to talk about with the customer and ways of expediting the sale along with it? Is there any publication with appropriate anecdotes, bits of history, and other talk fodder for barbers, beauticians, and the other special "meet the public" occupation people that we have previously mentioned?

A third idea is the ever-widening channel of public service. All around the country, groups of locally-influential people are meeting and working to solve problems of urban redevelopment, traffic congestion, parking, disease prevention, juvenile delinquency, and conservation. These are dedicated individuals who appreciate financial help. But, more than that, they need industrial and business facts, suggestions, programs which will assist them in their causes.

#### **Other Devices**

Closely related to the above is the huge and continuous chicken-in-patty-shell circuit of luncheon clubs—all with program chairmen more hungry for a suitable speech or film than they are for the food. Some organizations are making effective use of this potential by gearing their speakers bureau activities to assure qualified and vocal plant employees and field sales representatives at the drop of a mimeographed meeting announcement anywhere in the U.S.A.

There is also the business of industrial showmanship which is getting so prevalent that, if the Shuberts were just now getting started, they would probably be on the staff of one of the Generals.

Here are a couple of ways of making industrial shows more effective in their direct impact on people. One is to devise a framework which makes the company's philosophies and products the principal actors in the plot rather than simply stage settings for ballet dancers to cavort in front of. The other is to enable the audience to get right into the act, whenever possible, so that they gain a feeling of participation and learn firsthand what it's like to be enjoying the benefits of the product.

My associate, Clyde Vandeburg, expresses it this way: "Put your idea on stage in living form so that people can walk around it, try it, taste it, touch it—and they will sell themselves."

People are media. Use them—they like it. Just one caution. You have to be of genuine service to them. You have to be factual—and sincere. They're quick to spot a phony pitch. ●



# scanning

## THE PROFESSIONAL JOURNALS

*Each quarter Dr. Donald W. Krimel selects items from the various professional journals in the social sciences which have implications for the public relations field.—Ed.*

### THINKING AHEAD

MALCOLM P. MCNAIR, Harvard Business School

*Harvard Business Review*, March-April, 1957, Vol. 35, No. 2

The phrase "public relations is human relations" was extremely popular ten years ago, and is much in use today. Human relations, whether specifically related to the term "public relations" or not, has been much discussed and developed, as an administrative area and as a field for academic presentation, for several decades, and nowhere more than in the Harvard Business School. Here a member of the School's faculty asks readers to take a fresh, cool look at human relations. He feels that it all may have been overdone in past years.

"Let's treat people like people, but let's not make a big production of it," says McNair. "My quarrel is not with the solid substance of much that is comprehended by the phrase 'human relations,' but rather with the 'cult' or 'fad' aspects of human relations, which are assuming so much prominence.

"I can well recall that when I first joined the Harvard Business School faculty, the reigning vogue in business thinking was scientific management. Only a few years later, however, the grandiose claims of scientific management were sharply debunked.

"What was of solid worth remained—but a considerable amount of froth had been blown off the top. Must we go through the same process . . . to get at what is worthwhile in human relations?"

The theoretical and historical proximity of public relations to human relations suggests that public relations specialists might be asking themselves that same question about their field.

### THE CHANGING PATTERN OF AMERICAN ECONOMIC DEVELOPMENT

DONALD L. KEMMERER, University of Illinois

*The Journal of Economic History*, December, 1956, Vol. XVI, No. 4

Supplying historical data to back up his concept, Kemmerer here presents a stimulating, useful theory as to the present state of the American economy. Certainly

the public relations man often is called upon for clear thinking and inspired expression on this topic; the leadership of a professional economic historian can be useful.

"In the course of 200 years," concludes Kemmerer, "our kaleidoscopic economy has shifted from one of cheap land, to one of cheap labor, and finally to one of seemingly cheap capital." This "is probably the first time in world economic history that capital has been the plentiful factor of production in a nation." He writes that "... when labor is abundant, most people are likely to be poverty-stricken and exploited so that a few may live well," and that an abundance of land is known, to economic historians, to bring about a similar situation. But "now that capital is plentiful, it has been possible for capital itself to be exploited so that a growing proportion of our people live well."

#### EVALUATING MASS MEDIA CAMPAIGNS

C. R. WRIGHT, Columbia University

*International Social Science Bulletin (UNESCO)*, Vol. VII, No. 3

This is but one of several excellent articles, of significance to public relations practitioners, in an issue of the *Bulletin* devoted to "evaluation techniques." Wright lists four major effects commonly expected from a mass media program: Changes in the audience's (1) level of interest, (2) information, (3) opinions or attitudes, (4) behavior.

Experiments, surveys, and panels are reviewed as research procedures, and an example of a mass media evaluation program, carried on by the National Opinion Research Center, of the University of Chicago, is described. (NORC came to the conclusion, of potential usefulness to many a public relations man—or educator—that "the communication of isolated facts of highly specific nature is of little importance to the larger goals of an information program.")

Another useful Wright listing: "The analysis of campaign effectiveness can be approached conveniently in terms of four formal dimensions: audience coverage, audience response, communications impact, and process of influence." Parts of the article are given over to reiteration of familiar concepts. (The opinion leader—and incidentally he is not necessarily the person in high position—has great importance to the mass media user, and "... people tend to pay attention mainly to the kind of propaganda with which they agreed all along." The piece is, however, a good general description of problems and procedures in evaluation of mass media campaigns.

D.W.K.

\* \* \*

#### CORRECTION

In the January issue footnotes 6 and 7, page two, were inadvertently transposed.—Ed.

**"How To Do It?"**

# Grass Roots Manpower For PR Projects

by MIKE CUSACK ♦

**F**OR thirty-seven years the Junior Chamber of Commerce has been conducting projects to improve U. S., communities and, at the same time, broaden the horizons of the young men who participate.

Today the Junior Chamber is seeking to add a greater depth and strength to the organization by co-sponsoring activities with other organizations, businesses, and industries. The Jaycees are thus offering to certain types of PR programs, grass-root contacts, leadership, and enthusiastic manpower in towns and cities across the nation.

Junior Chamber is a project organization and its projects live or die on their merits. The judges are the Jaycees, 200,000 members of autonomous chapters in 3,200 U. S. communities. Promotion alone, from the Jaycee's own national organization or from outside groups or agencies, will not make a project acceptable to the members. The primary concern of a local Jaycee board of directors or the committee delegated to investigate whether a project should be adopted: does it meet the needs of the community?

Community needs to the young and ambitious may differ from what the "city fathers" feel is most important. And, while the Jaycees declare a hands-off policy for projects that are politically partisan or religiously sectarian, they are not afraid to light the fuse of public education that will result in passage of a bond issue for a new sewerage system or better paving. Nor do they shy away from campaigns that raise taxes for better educational facilities.

Jaycees find little time to compete with other business or service groups that are active in their community. A job that another group is

♦ Mike Cusack is Public Relations Director for the U. S. Junior Chamber of Commerce, Tulsa, Okla.

better equipped to handle is left alone by the Jaycees. For example, the Jaycees avoid the general pattern of Chamber of Commerce activities since they are divorced, in purpose and organizationally, from the senior group.

Motivated by dissatisfaction over things as they are and the curiosity of youth over how things could be improved, the simple project that meets the needs of Detroit or Pumpkin Center can and often does blossom into a state-wide Jaycee effort. In almost every instance, success in inaugurating projects for the state community precludes success for the project when applied on the "national community" level.

For each man on the national executive committee and the national board of directors there lies temporarily hidden, or very much on the surface, the germ of a national project idea that will "sweep the nation."

### ***The Range of Projects***

To say that Jaycee projects range from turtle derbys to "get out the vote" drives, that Jaycees will tackle anything from buying and installing street markers to Easter egg hunts for underprivileged children is true, but incomplete. Anything in the best interests of the community will be snapped up by the Jaycee chapter including trade promotions, a wide variety of youth activities, development of parks and playgrounds, safety programs, fund drives, beauty pageants, sports and agricultural events.

The Jaycees are sometimes misunderstood as being a "one shot organization that fails to follow through." As the weak link breaks the chain, so the Jaycee chapter is no stronger than its projects, and when projects become diversified and numerous there is a greater chance to make mistakes in selection. This is an occupational hazard of Jaycee local, state, and national chapters.

Spaced equally into the pattern of diversified community projects are a group of equally diversified national projects that are offered to local chapters for their participation. National projects originate from three basic sources:

- 1) Successful local efforts that expand to state-wide projects;
- 2) New ideas born from the experience and creativity of national officers;
- 3) Projects that are offered for adoption by non-Jaycee groups, associations, business, and industries.

An example of a project offered to the Jaycees by an outside group is the current Jaycee effort of public education for the support of the second Hoover Commission Report. Two years ago the Citizens Committee for the Hoover Report, a non-partisan group, requested that the Junior

Chamber join in stimulating public interest as various phases were discussed in Congress. Today, the Jaycee activity in this field has the project name of "Our Stake in Better Government." One phase of the program consists of "Economygrams" on specific Hoover Report recommendations which are distributed to chapters and subsequently forwarded by citizens to local congressmen. Another is devoted to establishment of local speakers bureaus. Still another phase is the "Canvass Congress" program, where chapters and state chairmen co-ordinate to solicit opinions from senators and representatives.

### **Examples of New Ideas**

Among the basic driving forces of Junior Chamber are new ideas. Whatever the source of an idea—if it has the potentiality of becoming a project, and particularly if the project has financial support sufficient to do the best of all possible jobs under the Jaycee system—the idea is given every possible consideration by national officers and headquarters staff members. And, surprisingly, it doesn't take a barrel of money to talk business with the Jaycees. Many national projects operate on a 12-month budget less than the price of a full page ad in *Life*.

The National Teen-Age Road-e-o is an example of a Jaycee project that began on a firm financial basis and in six years grew to a multiple co-sponsorship that is now identified with five groups, including the Jaycees.

Teen-Age Road-e-o is a safe driving project that was first discussed at a Jaycee regional safety conference in St. Paul. A delegate to the conference pointed out that the organization needed a positive traffic safety program that would give teen-age drivers an opportunity to prove and improve driving attitudes. "If we had the money," the delegate said, "we could adopt a program patterned after the spectacular National Trucking Road-e-o."

Liberty Mutual Insurance Company of Boston, which, for some years prior to this had annually given the Jaycees a small grant to develop a traffic safety program, was represented at the St. Paul session. The Liberty representative returned to his company with a story that quadrupled Liberty's existing Jaycee financial support.

From these grass roots grew today's National Teen-age Road-e-o, which is one of the organization's best established programs operating on a budget high in five figures. Teen-Age Road-e-o is now under co-sponsorship with Liberty Mutual Insurance Company, American Trucking Associations, Chrysler Corporation, and The Pure Oil Company.

The co-sponsors can evaluate their participation in Teen-Age Road-e-o in terms of product identification or in terms of public service. Junior Chamber of Commerce is proud of its association with these organizations—proud because in their youth they have gained the confidence of these firms to the point that these businessmen are willing to turn over in cold, hard cash the support necessary to administer, promote, and develop the entire program.

Behind any co-sponsored program lies countless details of mechanics for the preparation and distribution of tools and "how-to-do-it" manuals in "Jaycee language." The first decision faced by the national Jaycee organization in implementing the project is financial, and this, of course, is the real meaning of "co-sponsorship" as viewed by the Jaycees. After discussions between potential sponsors and national Jaycee officers and staff members about project format, a budget is prepared by the Jaycees and offered to the potential sponsor. With liaison established and personnel appointed for the job by both parties, and with an approved budget, a co-sponsored project is on its way to exposure in 3,200 communities. *With careful preliminary screening by all parties concerned and with a budget that anticipates all basic needs, a national Jaycee project seldom fails.*

### **Growth of Co-Sponsorship**

The list of U. S. Junior Chamber of Commerce co-sponsors expands annually. In addition to the sponsors of Teen-Age Road-e-o, the Jaycees have continuing sponsorships with the Athletic Institute in the field of Boys and Junior Tennis; with the Bottlers of Coca-Cola, the National Golf Fund Inc., and the National Golf Foundation in Junior Golf eliminations; with the American Petroleum Institute on a recognition program for outstanding young (21-35) farmers; with the Citizens Committee for the Hoover Report on a program of public education on the report of the Hoover Commission; with the National Association of Radio-Television Broadcasters and Radio-Electronics-Television Manufacturers Association in a high school "Voice of Democracy" essay contest; and with the General Electric Company in a nation-wide Christmas lighting program.

Today, Jaycee leaders are seeking support to further develop their efforts in boys' and girls' junior tennis; in the field of home and fire safety; in their project plans for a nation-wide teen-age job placement program, and a human relations program titled "Building a Better Community." (Babco)

While the Jaycees were the first national organization to endorse President Eisenhower's Youth Fitness program, plans for further support through a national junior track and field elimination are currently shelved for lack of funds.

The organization is also hopeful of expanding in areas such as the Pepsi-Cola Company's annual participation in the production of a film on the Jaycee National Convention, used nationally to stimulate enthusiasm and potential convention delegates. Having successfully matched the purposes and goals of Junior Chamber with the individual aims and products of co-sponsors, Jaycee leaders are confident that even greater national project developments lie in the field of co-sponsorship.

The National Board of Directors meets each July at the U. S. Jaycee National Headquarters in Tulsa, Oklahoma. Last year it approved 27 Class One projects to be given full promotion in thousands of communities during the fiscal year. An additional 22 project proposals were placed on a list of "service projects," for the most part because of limited promotional funds.

The current year's list of service projects includes the areas of education, aviation, safety, fine arts, sports, and public health.

Junior Chamber has proven itself productive in countless areas of community projects. The organization's leaders have some very definite project areas where they would like to expand. But, they also have a big listening ear for projects that fit the Jaycee system, particularly project ideas that are coupled with financial support. ●



Picking a name for a product is no longer a case of getting three or four men around a table with bright ideas and a blackboard. According to a report in *The Wall Street Journal*, American industry is depending upon everything from the electronic brain to motivational research to pick names for its new products. Ford tested more than 5,000 possibilities before selecting "Thunderbird," while Farm Bureau Insurance Co. analyzed nearly 1,000 possible names. BBDO made up a list of 5,500 new lipstick names for Revlon. All of this effort is because there's more in a name than a few letters, more in a slogan or a campaign than seems on the surface.



# BOOK REVIEW

## PROFITABLE PUBLIC RELATIONS FOR NEWSPAPERS

By STEWART HARRAL, J. W. Edwards, Inc., Ann Arbor, 1957. 184 pages.  
\$4.75.

*Reviewed by Yates Catlin,  
Director of Public Relations,  
The American Waterways Operators, Inc.*

This book is twenty years too late. There was a vast market for a work of this type during that prolonged American era when there was newspaper competition in every community, even the smallest. Publication prior to the newspaper monopoly era might have advanced the profession of public relations twenty years.

However, the monopoly newspaper will find many uses for this work, which is more encyclopedic than its page count indicates. The mere fact that a newspaper is the only periodical in its area creates a difficult public relations problem.

The author claims the work is geared to the small daily and weekly, but will be found useful by the metropolitan newspaper. The opening chapter on the Power of Public Relations affirms that more and more publishers are becoming public relations conscious and are stepping up their efforts in this department.

Mr. Harral, who is Director of Public Relations Studies and Professor of Journalism at the University of Oklahoma, discusses sources of public relations ideas, newspaper readership, the newspaper cameraman and public relations, exploitation of the sports field for public relations benefits, the women's page, the correspondent's contribution to public relations, public relations in the classified columns, community relations, the loyal employee, and job printing.

The book contains one thousand public relations ideas, many of which could be applied to non-newspaper public relations programs.

This combination text and guide book opened the eyes of this reviewer as to the important contribution a competent public relations practitioner could make to the all around well-being of any newspaper property.

**BACON'S PUBLICITY CHECKER (1957 Edition)**

*R. H. Bacon & Co., Chicago, 283 pages, \$15.00*

*Bacon's Publicity Checker* is based on a list of trade, business, consumer, educational, and farm publications first compiled in 1932. The 1957 edition lists 3,356 of these publications, all of which use publicity. For each listing there is the address, name of editor, frequency of publication, circulation, and publisher. A coding system indicates which of 11 types of material are used by the publication.

The publications are divided into 99 market groups with a brief analysis of each one. In addition, they are given in alphabetical order.

This "Checker," with its spiral binding and convenient notation spaces, is designed as a working tool for those who use publicity frequently and want to aim their releases at specific targets.

**THE EMPIRE — A Novel of Big Business**

*By GEORGE DEMARE, G. P. Putnam's Sons, New York. 317 pages. \$3.95.*

*Reviewed by George C. Diffenback, Public Relations Director,  
Abbotts Dairies, Inc., Philadelphia, Pennsylvania*

To this reviewer, *The Empire* might very aptly be rechristened "The Love Life of a Publicist." That conceivably would sell more copies, to the consequent benefit of both author and publisher. For the amorous adventures of its leading male character, Martin Brill, seemed far more frankly, intimately and convincingly told than that of the PR methods of the "Empire."

The business action is confined chiefly to the PR department of a giant corporation. The several department heads, about whom the story is centered, are all handsome, fair-haired boys, impeccably-dressed and mannered, cynically-minded toward the company, their profession, and the fair sex.

The familiar company and office politics, intrigues and struggles for personal advancements are well told. The author spent several years in the PR department of a large public utility corporation and therefore writes with the authority born of experience. He has produced a plausible and absorbing story; perhaps a little too cynical toward people, PR, and American business in general. We hope each deserves more kindly understanding sympathy.



# Free to your friends...

A COMPLIMENTARY COPY OF **pr** Quarterly

In all probability you would like to tell a number of people about **pr** Quarterly . . . to show them why you are a regular reader . . .

**ACCEPT THIS OFFER** . . . write the names of your friends on the form below and mail it to us. We'll send an issue of **pr** quarterly, FREE. Entirely without obligation.

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

**pr** Quarterly review of Public Relations

1010 VERMONT AVE., N.W., WASHINGTON, D. C.

# AT LAST—

*The very first professional  
personnel service in the country  
for public relations executives.*

**EDWIN B. STERN**

11 West 42nd Street, New York

*P.S. Yes, legally an employment agency but on a management consultant level*

OFFSET

LETTERPRESS



**KAUFMANN PRESS INC.**

25 MASSACHUSETTS AVENUE N.W.

*Washington's most complete printing plant*

CHICAGO NEW YORK SAN FRANCISCO DETROIT CHICAGO NEW YORK SAN FRANCISCO

publicity distribution specialists in

*News* *Radio* *Newspaper*

220 n. michigan • chicago 11 •  
superior 7-4340

CHICAGO NEW YORK SAN FRANCISCO DETROIT CHICAGO NEW YORK SAN FRANCISCO



"You get better local — or  
national clipping service by  
using a bureau with one  
office — where there is no  
delay instructing the readers."

## PRESS CLIPPING BUREAU

165 CHURCH STREET, NEW YORK 7, N. Y.

# full color ENVELOPES

FIRST TIME!  
.....

4-color process  
prize-winning  
lithography...

PICTO-CHROME (Reg. U.S. Patent Office)

■ RECENT TESTS have shown that two color  
printing on envelopes almost doubles the  
pulling power of single color printing.  
Picture for yourself what full color . . .  
Picto-Chrome . . . will do for you.

NOW, for the first time through combined  
runs, full color process illustrations on  
your mailing envelope at these low  
prices . . .

25 M	50 M	100 M
<b>\$14.85</b>	<b>\$11.85</b>	<b>\$9.85</b>
per M	per M	per M

No. 10, Sub. 24 white wove, F.O.B. Wash., D. C.

### MATCHING LETTERHEADS

20 lbs. Mead Watermarked Bond

25M	50M	100M
<b>9.85</b>	<b>8.85</b>	<b>7.85</b>
per M	per M	per M

What's on the envelope sells  
what's in the envelope!

Write for full details  
and FREE SAMPLES . . .

### COLORTONE PRESS

2412-24 17th St., N.W., Washington 9, D. C.

- Please send details and FREE SAMPLES of full-color  
Picto-Chrome envelopes to:

NAME.....  
FIRM.....  
ADDRESS.....  
CITY.....ZONE.....STATE.....

**THE SMART WAY  
TO BUY  
PUBLIC RELATIONS\***

A Philadelphia organization that needed to tell its story decided recently to try a public relations program.

Every local agency believed potentially able to handle the work was invited to make presentations — which they did, and most skillfully.

Our presentation was factual ... No mishmash, no moonlight and roses, no politics ... Just the straight story of proved abilities and performance.

We got the contract.

We're eager to tell *you* our story on the same competitive basis — because that obviously is the wisest way for anybody to purchase public relations and publicity that will increase acceptance of products or services or both.

THE

*John LaCorda*

AGENCY INC

1500 WALNUT ST., PHILADELPHIA 2, PA.

\*This is an advertisement which we repeat from time to time as the circumstances merit.

**GOOD  
PHOTOS ...  
GOOD  
RESULTS**



Put your best foot forward when you send out photo reproductions of your product—use famous Pavelle black-and-white reproductions! Finest quality ever seen yet because of Exclusive high-speed processing equipment and skilled technicians they cost no more than ordinary photos!

100—8x10" glossy prints—\$ 7.95  
500—8x10" glossy prints—\$37.50  
1000—8x10" glossy prints—\$65.00  
copy negatives \$1.25

**24-48 HOUR SERVICE  
IS AVAILABLE**

Write now, Department PR  
for complete details.

**PAVELLE**

**LABORATORIES, Inc.**

16 East 42nd Street • New York 17, N. Y.  
MURRAY HILL 2-5665



Handle Your Publicity Easily, Efficiently and Get Better Placement!

EDITOR CODED

with  
**BACON'S**  
5th ANNUAL  
PUBLICITY  
CHECKER

**NEW**  
**for 1957**  
6½" x 9½"  
272 pages

### OVER 2000 LISTING CHANGES

Bacon's *NEW* 1957 Checker! Most complete listings available for releasing publicity. 3356 business, farm and consumer magazines listed in 99 market groups. *Over 2000 listings have been changed for 1957.*

Bacon's editor-coded system shows exactly what material each publication uses. Pin-points publicity—saves on preparation, photos and mailing. Sturdy fabricoid, spiral bound book. 6½" x 9½" size, 272 pages. **Write for your copy today.**

**PRICE \$15.00 Sent on Approval**

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

Bill: ☐ Me ☐ My Company

*and don't forget . . .*

### WE SPECIALIZE IN MAGAZINES

Bacon gives complete clipping coverage of over 3200 business, farm and consumer magazines.

Guaranteed reading list . . . day-to-day instruction changes for readers . . . neat, accurate identification of clippings—your assurance of the best in clipping service.

**BACON'S CLIPPING BUREAU**  
14 E. Jackson Blvd., Chicago 4, Illinois

## JACK-BILT E-Z STICK-ON BADGES

*Hello!*  
**MY NAME IS**

(NAME GOES HERE)

### WHAT'S YOURS?

This is a new 2 x 3 size Jack-Bilt E-Z Stick On Badge. Choice of Colors: Red, Blue, Gold, Black or Green. Immediate shipment. Price only 4c each in any quantity. Imprinted for 1c each extra.

The same badge (style K) has small border around edge. Same Colors. Same price. Guaranteed 100% satisfactory. Exclusive Kling-tite Adhesive sticks to any garment without pins or buttons. Used Every order.

**FREE SAMPLES**—Glad to send **FREE SAMPLES** of all kinds of E-Z Stick on Badges. Write, Phone or Wire. (Phone Number VI. 2-5068, K. C.). Frank D. Jackson, President, Jack-Bilt Corporation, Kansas City 5, Missouri.

*for your*  
**Public Relations**  
**headache**

# BUFFERIN

**works twice**  
**as fast**

## *Ideas! and more ideas!* to help you carry out PR objectives

Need an idea for a campaign slogan? Know how to get the local paper to write up your Anniversary? How to draw crowds to an open house? Here is a treasury of more than 500 practical, tested public relations ideas that you can use to save time and trouble in carrying out various public relations objectives, for industrial, commercial, professional, or non-profit purposes.

# Public Relations IDEAS in Action

Edited and compiled by ALLEN H. CENTER  
Director of Public Relations, Motorola, Inc.

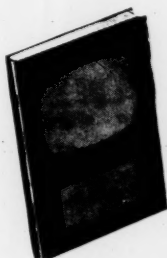
327 pages, 6 x 9, \$5.00

**I**N 5 sections, representing the primary target publics, the book presents in detail some 50 actual successful projects, described by the men who originated and carried them out. In addition, over 450 other projects are reported in brief form. You can dip into this wide assortment whenever you need an idea for a particular purpose quickly, and be sure of coming up with several immediately useful, specific ideas.

The projects reported were directed to such groups as employees, investors,

plant and headquarters committees, consumers, and the public at large. The book is indexed so that you can find ideas either for a particular type of public relations project or to reach a particular public.

**List of sections:** 1. Public Relations among Employees. 2. Public Relations among Investors. 3. Public Relations in the Community. 4. Public Relations at the Marketplace. 5. Public Relations at Large—for the Greater Good.



*Just Out!*

**B**ESIDES his connections with Motorola, Allen Center is on the PR Committee, Council of Profit Sharing Industries; a member of the PR Committee of the Radio-Electronics-Television Manufacturers Ass'n, and has been national director of the PR Society of America.

# pr

Order Now From

*Quarterly Review of Public Relations*

1010 VERMONT AVE., N.W., WASHINGTON, D. C.